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DEPARTMENT OF DEFENSE

U.S. TRANSPORTATION COMMAND

INFORMATION TECHNOLOGY EXHIBIT

FISCAL YEAR (FY) 2001 BUDGET ESTIMATES

FEBRUARY 2000

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DEPARTMENT OF DEFENSE
U.S. TRANSCOM
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I. Overall Mission and IT Program

The mission of USTRANSCOM is to provide air, land, and sea transportation to meet National Security objectives in peace and in war. As a unified command, USTRANSCOM exercises combatant command and peacetime management over the common-user aspects of the global mobility network, and executes this responsibility via its Transportation Component Commands (TCCs)--the Air Mobility Command (AMC), the Military Sealift Command (MSC), and the Military Traffic Management Command (MTMC). USTRANSCOM ensures this network is capable of rapidly transitioning from peacetime to contingency and wartime operations as required by the National Command Authorities--a readiness demonstrated on a daily basis, as USTRANSCOM forces operate worldwide in direct support of U.S. humanitarian and military operations.

USTRANSCOM's ability to support the warfighting CINCs worldwide is directly tied to its centralized headquarters and three TCCs. The TCCs provide the lines of communication to the Services, ensuring assets are available when needed for a seamless transition from peace to war. Our ability to execute our responsibilities under the National Military Strategy resides in the core competencies of our TCCs. Our successes result from the synergy of military and commercial lift (air, land, and sea), port operations, and afloat prepositioning--all involving our TCCs. During peacetime, our TCCs execute USTRANSCOM's single manager responsibilities for defense transportation which involves day-to-day movement of passengers and cargo worldwide. USTRANSCOM's operation of the Defense Transportation System (DTS), during both routine and contingency operations, is the keystone of our ability to make a seamless transition from peace to war. The TCCs also provide the absolute critical linkage to the Services' core competencies in organizing, training, and equipping forces. We are inextricably linked to Service training, Operations Tempo (OPTEMPO), Personnel Tempo (PERSTEMPO), maintenance, acquisition, logistics, and support policies and procedures--all key enablers in providing ready forces and capabilities.

USTRANSCOM along with other top transportation organizations discovered that the movement of information is as important to their customers as their ability to move resources. The capacity to move data must be accompanied by precise, accurate and secure information from a variety of sources. USTRANSCOM is on the leading edge of this revolution in transportation business processes, best typified by our pioneering work in the field of in-transit visibility (ITV).

The pivotal information system for USTRANSCOM's future capability to manage and exploit information is the Global Transportation Network (GTN). GTN is the worldwide web-based information system that continues to mature and provides a capability warfighters in the past could only imagine. GTN gives our customers ITV of every piece of cargo they ship with us from fort to foxhole. And it gives us the command and control tools to manage the flow, or if necessary, to divert it enroute. Today's warfighters...from CONUS to Korea, from Bosnia to Southwest Asia...are already capitalizing on the capabilities and promise of GTN. And the promise of GTN is one of the increased efficiencies which is necessary if we are to be effective in meeting the challenge of supporting this country's dual Major Theater War (MTW) Military Strategy with USTRANSCOM's single MTW transportation force. Bottom line: We must encourage all DTS users to continue to partner with us in this information systems revolution.

II. Strategic Plan Elements/Business Plan Requirements

Our Vision

"USTRANSCOM, providing timely, customer-focused global mobility in peace and war through efficient, effective, and integrated transportation from origin to destination". Information Technology plays a critical role in achieving excellence in our vision and supporting our major mission requirements. USTRANSCOM has established five long range goals, one each for each of our Core Processes of Serve the Customer, Readiness, Planning and Execution, Information Management and Financial. Most of these goals rely heavily on Information Technology initiatives.

Our Core Processes

-- **Serve the Customer**:

Goal Statement: Determine customer needs; expand customer base; enhance customer satisfaction and loyalty through responsive service and process improvement. Global Transportation Network (GTN) and other systems provides analytical data to determine how well we perform.

-- **Readiness**:

Goal Statement: Ensure our ability to meet our National Command Authority taskings. Most systems are Command and Control (C2). We cannot track and control our organic/contractual assets without this. Our success as a supporting CINC in providing strategic mobility to other CINCs is dependent on our C2 capability.

-- **Planning and Execution:**

Goal Statement: Improve the timeliness, effectiveness, and security of our peacetime and wartime capabilities.

-- **Information Management**:

Goal Statement: Develop system architecture to support integrated information management systems promoting Intransit Visibility/ Total Asset Visibility (ITV/TAV) of our global transportation mobility requirements.

-- **Financial**:

Goal Statement: Develop and manage financial processes and systems, which provide effective financial control over Defense Transportation System (DTS) operations and promote businesslike practices. USTRANSCOM in partnership with Defense Finance & Accounting Service (DFAS) have a number of efforts to reach Chief Financial Officer (CFO) compliant.

Information Technology will improve our service to our customers by providing a decision support system for Defense Transportation System (DTS) operations and by automating our customer feedback processes. Information Technology will provide critical support for the planning and execution of DTS operations by providing In-Transit Visibility (ITV) over all cargo and personnel moving through the DTS, supporting improved development of transportation feasibility estimates, improving modeling and simulation tools, and improving information systems security. Information Technology also supports improved intelligence collection and dissemination required for safe DTS operations and will provide the tools necessary to enhance the Command and Control of the entire DTS.

Strategic initiatives directly supporting our Core Process of Information Management include development of an integrated DTS Enterprise Architecture, completion of our information systems migration strategy, and ensuring standards and architecture support is developed for all aspects of DTS operations. Information Technology will also play a crucial role in the development of integrated financial systems for the DTS.

III. Projected and Actual Accomplishments of Information Technology (IT) investments by Mission/Functional Area

Air Mobility Command

AMC Command, Control, Communications, and Computer (C4) systems and programs provide critical command and control (C2) information processing for planning, executing and monitoring airlift and tanker missions in support of peacetime, training, exercises, humanitarian, contingency and wartime operations. The physical operation environment of C4 systems applies to all

echelons of command (fixed, deployed, and airborne), and they cover the full spectrum of conflict between and within theaters. C4 systems provide global C2, In-Transit Visibility (ITV), voice, office information systems applications and e-mail, and Visual Information (VI) for mobility operations and our customers. Major C4 functions supporting operational forces include mission planning and scheduling, aircrew scheduling, passenger reservations and manifesting, cargo manifesting, and ITV of cargo and passengers during "all type operations". Airlift C2 is achieved by means of separate, but integrated, voice and data communications systems that link the National Command Authorities (NCA), CINC USTRANSCOM (dual-hatted as AMC/CC), and AMC forces. C2 responsibilities include execution planning, scheduling, and execution monitoring. During a crisis, C2 is expanded to include course of action development.

The objective of Command & Control Information Processing System (C2IPS) is to improve AMC's command and control capability at all echelons and phase out the manual paper/greaseboard/telephone environment. C2IPS provides a centralized "electronic greaseboard" capability for each functional area in the Airlift Wings, Air Refueling Wings, Airlift Squadrons, and Air Refueling Squadrons. During contingencies and real world deployments, the system directly supports the Commander Mobility Forces using Tanker Airlift Control Elements (TALCE), and deployed tanker/airlift control centers. C2IPS provides automated tools to track tanker/airlift, and message distribution and automated tools to aid the decision making process. In addition, the system extends the command and control capabilities of the AMC Headquarters Global Decision Support System (GDSS) to field units. C2IPS will interface with other key AMC C2 systems and share critical tanker/airlift and aircrew information between HQ AMC and fixed/deployed locations.

AMC has developed its Key Results Areas (KRAs) to assist the organization in focusing on critical day-to-day mission success. Periodic monitoring of key processes related to these KRAs will allow AMC to determine efficiency and effectiveness. Goals are more visionary; expressing intent, desired conditions, or end states. AMC's goals and KRAs are complementary in nature; and when combined, they form a framework for assessing both short-and-long term mission successes.

Military Sealift Command

Military Sealift Command (MSC) provides sealift support for the Department of Defense (DoD) as the Sealift Component of the United States Transportation Command (USTRANSCOM). MSC's Command, Control, Communications and Computer (C4) Systems must be closely integrated with those of USTRANSCOM and the other Transportation Component Commands (TCCs). MTMC has within its mission responsibilities the scheduling, loading and unloading of cargo aboard MSC operated ships, requiring an especially close working relationship and integration effort. The technology supporting C4 provides the enabling infrastructure for a strong DTS. MSC's Information Technology (IT) TWCF budget plans to fully support these mission requirements.

Integrated Command, Control, and Communications project (IC3) is MSC's migration program to integrate systems and business processes from deliberate planning through execution in a common operating environment. IC3 will become an extension of the Global Command & Control System (GCCS) infrastructure allowing MSC to reduce redundancy in hardware, software, and communications while maintaining compatibility with DoD, DoN, and Transportation migration initiatives. IC3 systems will interface with TRANSCOM's GTN to provide ship schedules, with CDSS to provide information for decision-making, and with Joint Flow & Analysis System for Trasporters (JFAST) for execution and deliberate planning. IC3 also will interface with joint systems such as Joint Operation Planning and Execution System (JOPES) operating in GCCS for operations/ exercises/ contingency requirements and MTMC's Worldwide Port System (WPS) for ITV data.

Integrated Command Environment (ICE) includes support for systems development of MSC's accounting system and Integrated Acquisition Management System (IAMS). ICE also includes support for LANs at all offices, area commands and headquarters, for Data Warehouse implementation in support of the DTS. ICE continues development of Ships Management Information System (SMIS), Business Systems, Engineering, GCCS, and Electronic Data Interchange (EDI) interfaces. New requirements will be developed as requested by the functional sponsor.

Military Traffic Management Command

The Military Traffic Management Command (MTMC) mission is to provide the DoD worldwide single port management, transportation, and traffic management services; deployment planning and engineering; and 21st Century technologies. MTMC develops and maintains integrated transportation systems to support surface movement within the DTS. MTMC is also the lead agent for nine of DoD's 23 approved transportation migration systems. Among these are Worldwide Port System (WPS), Integrated Booking System (IBS), Integrated Computerized Deployment System (ICODES), CONUS Freight Management (CFM), Transportation Operational Personal Property System (TOPS), and Asset Management System (AMS). Additionally, MTMC develops engineering solutions that ensure infrastructure, equipment, and intermodal assets meet CINC force projection requirements.

The Deputy Chief of Staff for Information Management (DCSIM), MTMC, is responsible for developing and maintaining a network of automated information systems that support surface movements of DoD cargo and passengers through the DTS. In order to ensure MTMC meets the transportation challenges of the 21st century, we continue to look at business processes and take advantage of new technologies.

USTC-HQ

The role of IT at USTRANSCOM has moved beyond an enabler to an integral capability for mission execution. To maximize the alignment between IT investments and mission support, Chief Information Officer (CIO) goals and objectives are linked and

support the USTRANSCOM Strategic Goals and Objectives. To achieve these goals and objectives, USTRANSCOM's capital planning process manages an integrated portfolio of IT investments. USTRANSCOM strives to maintain an optimal balance between new starts and existing system modifications. IT programs are evaluated in the areas of operational validity, cost reasonableness, schedule propriety, and technological feasibility.

The Global Transportation Network (GTN) supports the DoD mission functional goals of ensuring that U.S. Armed Forces maintain sufficient levels of readiness to carry out the National Military Strategy. GTN provides flexible, ready military forces and capabilities; maintains US technological superiority in support of national defense; and will reduce costs and eliminate unnecessary expenditures across DoD mission areas by employing modern management tools, total quality principles and best business practices. Currently, Commercial Electronic Data Interchange (CEDI) provides GTN users the capability to view commercial transportation data via the GTN system. Intransit Visibility (ITV) information transmitted from commercial carriers is now integrated with GTN data and can be extracted via the GTN standard query mechanism. The revalidated USTRANSCOM Operational Requirements Document (ORD),
30 January 1998, states the high level requirements for GTN. GTN will provide the automated command and control support necessary for USTRANSCOM to carry out its mission to provide global transportation management for the Department of Defense. The Defense plan provides that USTRANSCOM will implement as soon as practical the Intransit Visibility system, in coordination with DLA, the Services, and unified commanders. New initiatives will maximize the use of existing systems with low-cost, high payback capabilities".

Joint Mobility Control Group - a seven-node, virtual command center which will bring DTS Command and Control operations into the 21st century. Recent accomplishments include: selecting infoworkspace as the prototype for a collaborative planning tool; installing the prototype in TCJ5 and TCJ6; providing demonstrations and training for the prototype; installing COGNOS Powerplay as the Decision Support System; upgraded workstations in the Mobility Command Center (MCC) and Crisis Action Team (CAT); in the process of upgrading the networks of the MCC and the TCC command centers to Asynchronous Transfer Mode (ATM). Near-term initiatives to be completed include: linking component command centers with a high speed digital

ATM network; integrating video/collaborative planning tools, and development of the On-Line Analytical Processor (OLAP) decision support system.

IV. Major/Specific Initiatives/IT Portfolio supported by this Budget

Air Mobility Command

AMC information technology (IT) programs and initiatives continually evolve to support USTRANSCOM and NCA in maintaining our national defense posture. Fiscal concerns limit large weapon system acquisitions and reduce personnel levels compelling optimization of funds purchasing technological advances. These improvements will enhance programs designed to improve capabilities, reduce vulnerabilities, and promote component and system interoperability. Existing C4 systems are being modernized and integrated with new generation information systems to provide AMC a single C2 system for airlift forces. To ensure interoperability, C4 system requirements advocating standard architectural solutions (off-the-shelf hardware, software, applicable open system interconnection compliant protocols, etc.) and migration to that end will receive priority over proprietary or nonstandard solutions. Business case analysis and process modeling continue to play a critical role in C4 modernization efforts. No funds will be spent on further development or enhancement of legacy systems. As C4 programs evolve to support the AMC Corporate Architecture Strategy, they must have life-cycle support from cradle to grave.

Command and Control Information Processing System (C2IPS). The objective of C2IPS is to improve AMC's command and control capability at all echelons and phase out the manual paper/greaseboard/telephone environment. C2IPS provides a centralized "electronic greaseboard" capability for each functional area in the Airlift Wings, Air Refueling Wings, Airlift Squadrons, and Air Refueling Squadrons. During contingencies and real world deployments, the system directly supports the Commander Mobility Forces using Tanker Airlift Control Elements (TALCE), and deployed tanker/airlift control centers. C2IPS provides automated tools to track tanker/airlift, and message distribution and automated tools to aid the decision making process. In addition, the system extends the command and control capabilities of the HQ AMC Global Decision Support System (GDSS) to field units. C2IPS will interface with other key AMC C2 systems and share critical tanker/airlift and aircrew information

between HQ AMC and fixed/deployed locations. The C2IPS system development contract has been re-baselined to undergo software and hardware modernization to a client-server architecture. The client-server architecture will provide improved system performance, flexibility and supportability. The last software delivery, increment 2.0D, under the current architecture was completely fielded July 1997. Increment 2.0D fixed several interface problems between C2IPS and GDSS, standardized system edit and validation checks, and added GDSS functionality to the system. The program began site surveys and implementation of increment 3.0a (client-server) in December 1998. Dover AFB was the first site fielded (burn-in site), nine satellite sites will be brought on-line Feb-Mar 99. Implementation worldwide will begin after Dover AFB DE is completed.

Theater Deployable Communications (TDC) incorporates two sub-elements: a high capacity, military and commercial band SATCOM terminal and a computer and communications infrastructure package. The Lightweight Multiband Satellite Terminal (LMST), AN-TSC152 is the long haul connectivity and the Integrated Communication Access Packages (ICAP), which provides the customer interface. Its primary purpose is to provide AMC/TRANSCOM with a complete integrated initial communications capability. Information Technology (IT) and C2 systems such as C2IPS, Combat Intelligence System (CIS), and Global Transportation Network (GTN) will use TDC equipment to provide connectivity among deployed and fixed forces supporting wartime taskings and Military Operations Other Than War (MOOTW).

Military Sealift Command

The major initiatives reported are Integrated Command Environment (ICE) and Integrated Command, Control, and Communications (IC3). Efforts for ICE are system development which includes Financial Management Information System, DoD Standard Procurement System (SPS) , and EDI migration. Provides equipment and software to implement LANs at all area commands and headquarters. Provides MSC Data Warehouse implementation in support of the Defense Transportation System (DTS).

Efforts for IC3 are to integrate systems and business processes from deliberate planning through execution in a common operating environment. IC3 will become an extension of the GCCS infrastructure allowing MSC to reduce redundancy in

hardware, software, and communications while maintaining compatibility with DoD, DoN, and Transportation migration initiatives.

Military Traffic Management Command

MTMC has undertaken initiatives to migrate to internet-based systems where it is functionally appropriate and technologically feasible. Electronic Transportation Acquisition (ETA) is a web-enabled system which allows customers to conduct business with MTMC through the MTMC Home Page. It offers users the capability of a single point of entry, seamless integration to the transportation systems, and quick access in a user friendly environment. ETA was implemented in August 1998 and currently provides access to MTMC freight, personal property, passenger, and ocean cargo systems. ETA also provides links to systems and organizations outside of MTMC. Development is underway to provide a single point of authentication for users.

In addition to the .mil addresses now used, MTMC has started development of an E-Commerce Network Pilot program to provide a .gov address for MTMC's commercial trading partners to access MTMC's unclassified transportation systems in addition to the .mil addresses now used. The E-Commerce Network Pilot will reduce the load on the overburdened NIPRNET, and eliminate indiscriminant Internet blocking of our commercial trading partners by the Army Network Security Operations Center (ANSOC).

The Intransit Visibility (ITV) Program funds a number of initiatives such as development of new automated capabilities designed to support ITV, establishment of interfaces between MTMC and a variety of DoD, Service, USTRANSCOM, and its components, and commercial carrier industry systems. ITV Program also funds the transition of legacy systems to standard integrated migration systems, the development of enhancements to satisfy new requirements, and the insertion of technology such as implementing Automated Identification Technology (AIT) and Electronic Data Interchange (EDI). Another key initiative is the Deployable Port Operations Center/Mobile Port Operations Center (DPOC/MPOC), a self sustaining deployable configuration to support port operations in an austere contingency or exercise environment.

USTC-HQ

GTN will provide USTRANSCOM'S customers with the transportation information they need to manage cargo, force, passenger, and patient requirements and movements with airlift, air refueling, aeromedical, rail, motor, and sealift. This information will pass from GTN to the Joint Operation Planning and Execution System (JOPES). GTN implements the USTRANSCOM chartered tasking to provide for deployment-related Automated Data Processing (ADP) systems integration and to provide centralized traffic management in peace and war. GTN provides ITV required in OSD's Total Asset Visibility (TAV) program. Development of GTN will continue along with maintenance of an operational system. The Acquisition Program Baseline (APB) recognizes the tremendous growth in requirements with a schedule extension of Full Operational Capability (FOC) to March 2003.

Transportation Financial Management System (TFMS) is a standard, integrated financial management system for DTS assets and operations. This proposed system has been under discussion since 1994. A feasibility study has been contracted out. The deliverable from the study will be a technical solution. An updated USTRANSCOM and TCC functional and technical financial management requirements document is in development.

USTRANSCOM is the proponent for the Advance Shipping Notice (ASN) initiative, which will develop the capability to accurately project the arrival of cargo at Air Mobility Command ports of embarkation, two to ten days prior to actual arrival. Advanced shipping notification will minimize port hold times, increase APOE through-put, and facilitate aircraft scheduling for optimum effectiveness and efficiency, thereby significantly enhancing customer support. Continued modeling and process improvement are ongoing with the objective of completing validation testing of the Proof of Concept in a field environment within FY00. The ASN initiative has been enthusiastically approved when briefed to many joint officials up through USD(A&T).

V. Changes to Prior Baseline Budget

Changes between the FY00 President's Budget (PB)/FY01 PB (the following chart is in thousands):

	FY00 PB	FY01 PB	FY00 PB	FY01 PB
IT-1 SYSTEM	FY00	FY00	FY01	FY01
Global Transportation Network (GTN)				
Development/Modernization	$25,265	$30,765	$18,742	$39,689
Current Services/Operations	$16,102	$9,891	$17,752	$8,778
Total	$41,367	$40,656	$36,494	$48,467

Description of Change:

FY00 – Dev/Mod: Increase in funding supports ITV of DoD cargo moving commercially; development of Direct Vendor Delivery (DVD) of DoD cargo to allow government users to have access to commercial business practices and vendors; query capability; and development of the new data base.

FY01– Dev/Mod: Increase in funding will continue development of GTN's new data base; GTN/ITV improvements approved by the program review; development of GTN training; continued development of the Joint Flow and Analysis System for Transportation (JFAST) and the Analysis of Mobility Platform (AMP).

FY00/FY01 – Current Services: Decrease due to maintenance costs transferring into overall command and control programs in the Non-major and other sections of this report.

Changes between the FY00 President's Budget (PB)/FY01 PB (the following chart is in thousands):

	FY00 PB FY00	FY01 PB FY00	FY00 PB FY01	FY01 PB FY01
IT-1 SYSTEM				
Command & Control Information Processing System (C2IPS)				
Development/Modernization	$20,960	$18,460	$23,642	$19,702
Current Services/Operations	$19,816	$15,923	$20,756	$18,186
Total	$40,776	$34,383	$44,398	$37,888

Description of Change:

FY00 – Dev/Mod: Decrease is based on a thorough Corporate Board Review which reprogrammed funds to high priority requirements

FY01 – Dev/Mod: Decrease is based on a thorough Corporate Board Review which reprogrammed funds to high priority requirements.

FY00 – Current Services: The $15,923 reflects a partial payment for the Oracle bill.

FY01 – Current Services: The $18,186 does not reflect the expected cost of Oracle licensing for FY01. The Oracle costs will be deducted from our funding prior to distribution.

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Changes between the FY00 President's Budget (PB)/FY01 PB (the following chart is in thousands):

	FY00 PB FY00	FY01 PB FY00		FY00 PB FY01	FY01 PB FY01
USTRANSCOM					
Development/Modernization	$160,136	$166,822		$164,979	$183,581
Current Services/Operations	$150,303	$166,264		$156,309	$170,335
Total	$310,439	$333,086		$321,288	$353,916

Description of Change:

FY00 – Dev/Mod: Slight increase due to additional funding for Global Transportation Network (GTN) and IA/IP with decreased funding to C2IPS, Consolidated Air Mobility Planning System (CAMPS), and SATCOM (L-Band). Increase to Memorandum Reform Memorandum (MRM) #15.

FY01 – Dev/Mod: Increase due to additional funding for GTN and a decrease to Command and Control Information Processing System (C2IPS).

FY00 – Current Services: Net decrease due to maintenance costs transferring into overall command and control programs in the Non-major and other sections of this report. Decrease to C2IPS and GTN. Increase to MRM #15.

FY01 – Current Services: Decrease to C2IPS and GTN.

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Changes between fiscal years of the FY01 PB (the following chart is in thousands):

	FY99/FY00	FY00/01	FY01/02
IT-1 SYSTEM			
USTRANSCOM			
Development/Modernization	$181,908/$166,822	$166,822/$183,581	$183,581/$182,165
Current Services/Operations	$155,923/$166,264	$166,264/$170,335	$170,335/$176,669
Total	$337,831/$333,086	$333,086/$353,916	$353,823/$358,834

Description of Change:

FY99/00 – Dev/Mod: Decrease to C2IPS delaying technical refreshments. Decrease to Integrated Command Environment (ICE) due to completion/reduction in Y2K and COTS/ORACLE funding. Completion of fielding of Build Two Equipment for Global Air Transportation Execution System (GATES) reduced funding requirements. Decrease to Systems Integration to support higher priorities. Joint Mobility Command Group (JMCG) decreases as less equipment and software development is purchased. Decrease due to Command C4S program ending in FY99. Increase to Global Decision Support System (GDSS) due to technology infusion initiative as GDSS transitions to Web-based architecture. Increases to Information Assurance/ Information Protection (IA/IP) and ITV. Increase in funding to support Memorandum Reform Memorandum (MRM) #15.

FY00/01 – Dev/Mod: Decrease due to MRM #15 in FY01. Increase to Advance Shipping Notice (ASN) project start in FY01. Increase to GATES for ITV equipment, increase in Life Cycle Maintenance cost as system matures, and additional functionality still under development. Increases to Systems Integration and AIT. Decrease to GDSS DII/COE compliance funds in FY01 and reprogrammed into FY02. Decrease to CONUS Freight Management (CFM) and Integrated Command Environment (ICE).

FY01/02 – Dev/Mod: Increase to GATES for ITV equipment, increase in Life Cycle Maintenance cost as system matures, and additional functionality still under development. DII/COE compliance funds for GDSS were reprogrammed from FY01 into FY02.
Increase to System Integration with decrease to L-Band SATCOM.

FY99/00 – Current Services: Increase due to GTN maintenance tail for functionality achieved in FY99. Contractor support LAN operations increase to cover increased World Wide Web operations. Increase to MRM #15 and Command and Control Information Processing System (C2IPS), System Integration, and GATES. IA/IP increase needed to obtain security personnel. Decrease to Core Automoated Maintenance System (CAMS/G081) to be funded in FY02 to integrate the C-130 aircraft fleet into the G081 system. Decrease to ICE due to completion/reduction in Y2K and COTS/ORACLE.

FY00/01 – Current Services: Increase to C2IPS for DII/COE Compliance. Increase to System Integration to support requirements/enhancements to C2 systems to add integrated Flight Management capabilities. Increase to GATES for increased maintenance. GTN funding requirements decrease as system becomes operational and funding responsibility transfers from GTN to TCJ6. Decrease to MRM #15 funds.

FY01/02 – Current Services: Increase to C2IPS for DII/COE Compliance. Increase to Integrated Command Environment (ICE) and GATES. TDC and ACFP operational cost increase proportionally to support increased number of fielded assets. Increase due to integrating the C-130 aircraft fleet into the G081 system. Decrease to MRM #15, GDSS, System Integration, and Command C4S.

VI. Management Section

a. Clinger-Cohen Implementation

On 30 July 1998, USCINCTRANS, appointed the Director, Command, Control, Communications and Computer Systems (C4S)

(TCJ6) as the USTRANSCOM Chief Information Officer (CIO) to provide the required centralized management and accountability for our command's Information Resource Management (IRM) and Information Technology (IT). USTRANSCOM established a CIO Implementation Plan with the CIO organization established and operating by 1 October 1998. A CIO Concept of Operations (CONOPS) defines the CIO mission, vision, key result areas, goals, processes, and responsibilities. The USTRANSCOM CIO is responsible for mission results through technology by working with senior managers to achieve our strategic objectives. Our goal is to promote improvements in work processes, and develop and implement an integrated, agency-wide technology architecture.

CIO Responsibilities:

-- Principal advisor to USCINCTRANS and senior USTRANSCOM leadership for all IRM and IT related issues.

-- Manage information resources to increase productivity, effectiveness, and efficiency.

-- Develop, disseminate, implement, and enforce IRM policies, procedures, and standards.

-- Develop, maintain, and ensure compliance with a strategic IRM plan.

-- Develop, maintain, and facilitate a sound and integrated IT architecture.

-- Establish and oversee the IT financial planning and investment control process.

-- Establish goals, objectives, and performance measures for IT programs; monitor and evaluate performance of these programs; and report progress to USCINCTRANS (includes benchmarking).

-- Ensure all users (initial system) and technicians are trained to optimally exploit IT capabilities.

-- Ensure processes are optimized before making significant investments in IT.

-- Determine whether IT support functions should be retained in-house, outsourced, or privatized prior to investing in new IT.

CIO Processes:

-- Performance Measurement and Reporting.

-- Information Resources Management (IRM) Strategic Planning

-- Financial Planning and Investment Control.

-- DTS Architectures.

-- Functional Process Improvement (FPI).

-- Information Resources Management.

-- Information Technology Training and Education.

-- Configuration Management.

-- Information Technology Acquisition.

-- Information Assurance (IA).

-- Program Management.

b. CIO Management Framework

The CIO responsibilities were spread across the directorates and direct reporting units. To centralize IT/IRM accountability, realignment was necessary to give the CIO the required resources to achieve mission accomplishment. Ninety billets were realigned with the following areas assigned to the CIO: TCJl information management, TCJ5 future information technology, TCJ6, TCSG TRAC2ES program, and the Transportation Corporate Information Management (CIM) Center. Several subordinate divisions, branches, and teams were established: the Architecture and Technical Integration division, the C4 Contingency Support Branch, and the CIO Support Team. The CIO Support Team provides the CIO with the staff to review issues and ensure performance measures are used to evaluate the benefits of IT investments. Additionally, this office serves as the Secretariat for the Chief Information Officer (CIO) Program Review Panel (CPRP), maintains the CIO CONOPS, and arranges for biannual CIO strategic planning sessions. During the May 1999 CIO strategic planning session, the CIO organizational structure was reviewed and minor adjustments were made.

c. GPRA and Related Reforms Actions

USTRANSCOM is moving forward toward full compliance with the Government Performance and Results Act. The next revision of our Strategic Plan, currently in draft, will contain strategic objectives that are measurable and attainable, key characteristics of GPRA-compliant plans. Further, the overall resources required to attain the Plan will be captured in the Corporate Resources Plan, as mentioned in Section II above. We fully anticipate that our developing business plan concept, in concert with our Strategic Guidance and Corporate Resources Plan will provide the definition and measurement of annual performance goals, an additional requirement of the GPRA.

To maximize the alignment between IT investments and mission support, the CIO initiated a strategic planning session for his senior staff. This session was held in May 1999, and produced a draft CIO 500 Day Plan. This plan identifies the CIO

goals to be attained in the next 500 days. For each CIO goal, a strategic intent, objectives, milestones and performance measures were developed. The plan identifies how the CIO goals and objectives are linked to the USTRANSCOM Strategic Objectives.

Resident in our improving strategic and business planning process, is a more robust assessment of the impact of Information Technology funding decisions. Our CPRP critically assesses the strategic impact of each Information Technology initiative prior to recommending its inclusion in USTRANSCOM's POM submission.

d. Capital Investment activities

In order to obtain the visibility of the Transportation Component Command (TCC)/Service IT Budgets as well as the expenditures on HQ USTRANSCOM C4S, the CIO co-chairs the CIO Program Review Panel (CPRP) with TCJ3/J4. There are three CPRPs every year. The fall panel produces a strategic assessment and validation of emerging initiatives. The spring panel recommends POM actions and all major TWCF IT requirements are reviewed with funds redistributed to mission critical requirements. The programs are briefed by a functional proponent with technical personnel available to address technical issues. The summer CPRP session discusses Command and Control Initiatives Program (C2IP) candidates and prioritizes the list for the Joint Staff.

e. Performance measurement activities.

USTRANSCOM conducted a Metric Workshop, 16-17 November 1998. The goal of the workshop was to develop a few high-level metrics that track the vital signs of the CIO organization. The following draft CIO metrics were identified: Operational Reliability/Readiness of DTS Systems, IRM Strategic Plan Milestones, Tracking IT Investments, Defensive Information Management, Compliance to the Enterprise Architecture Standards, and Communications Infrastructure supporting the DTS pipeline. At the May 1999 CIO Strategic Planning session, these metrics were refined to include the following: the Global Transportation Network (GTN) System Health, GTN Availability versus the Operational

Requirements Document (ORD), Global Command and Control System (GCCS) and Unclassified-Office Information System (U-OIS) Reliability, Computer Network Incidents, Overall Compliance to the DTS Technical Architecture and the compliance level per component, 500 Day Plan Milestone Accomplishments, Military and Civilian Vacancies and time to fill positions, and Top Five Resource Intensive IT Programs. The CIO Support Team is developing a process to collect and report this information.

At a more detailed level, the CIO 500 Day Plan indicates a performance measure for each milestone in the document. These measures will be tracked to ensure the milestones are on-target.

The CIO also enforces measurement expectations through the configuration management review process. IT program managers will own, conduct, and manage the performance measurements aspects of their individual IT programs; they will subsequently report their results to the CIO. These measurements should be an integral part of the Mission Need Statement (MNS) which describes what "success" will look like when the need has been satisfied. This is a customer-focused approach in which the user of the IT will create and take ownership of these measures and, ultimately, track and report on system performance when the initiative is fielded. As the acquisition phase begins, the program manager will convert the "requirements" outcome measures to specific cost, schedule, and performance output measures for vendor guidance and eventual test and acceptance criteria. USTRANSCOM leadership will use the resulting data to calibrate their strategic goals and to share lessons in a best practice mode.

f. Administrative

Changes from the FY99 President Budget are inclusion of the following programs: Advance Computer Flight Planning (ACFP), Airlift Prototype Team – Mgmt Reform Initiative (MRM #15), Automated Identification Technology (AIT), Automated System for Transportation Data (AUTOSTRAD 2000), Consolidated Air Mobility Planning System (CAMPS), Global Command and Control System (GCCS), Information Assurance/Information Protection Security Architecture (IA/IP), Integrated Command, Control & Communication TRANSCOM System (IC3), System Integration, Joint Mobility Control

Group (JMCG), Local Area Network (LAN) Activities – TRANSCOM, Objective Wing Command Post (OWCP), and SATCOM (L-Band).

New programs included in this budget are Advance Shipping Notice (ASN) and Command C4S. Business Decision Support System (BDSS), Electronic Record Management Systems (ERMS), Defense Transportation Regulation (DTR), and Logbook are combined in the Other category of the IT-1.

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

(Dollars in Thousands)

	FY 1999	FY 2000	FY 2001
Grand Total	337,831	333,086	353,916
Development Modernization	181,908	166,822	183,581
Current Services	155,923	166,264	170,335
Major	83,300	88,268	101,902
Development Modernization	59,329	59,099	70,851
Current Services	23,971	29,169	31,051
Non-Major	230,749	225,439	229,269
Development Modernization	118,606	104,141	106,067
Current Services	112,143	121,298	123,202
All Other	23,782	19,379	22,745
Development Modernization	3,973	3,582	6,663
Current Services	19,809	15,797	16,082

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

(Dollars in Thousands)

	FY 1999	FY 2000	FY 2001
Functional Area Applications	**278,753**	**276,110**	**281,619**
COMMAND AND CONTROL	**194,512**	**168,254**	**188,917**
Major	**74,581**	**78,506**	**89,857**
COMMAND & CONTROL INFORMATION PROCESSING SYSTEM	**33,231**	**34,383**	**37,888**
Development Modernization	**19,866**	**18,460**	**19,702**
DWCF Capital	19,866	18,460	19,702
Current Services	**13,365**	**15,923**	**18,186**
DWCF Operations	13,365	15,923	18,186
GLOBAL COMMAND AND CONTROL SYSTEM	**4,429**	**3,467**	**3,502**
Development Modernization	**2,992**	**1,935**	**1,965**
DWCF Capital	2,992	1,935	1,965
Current Services	**1,437**	**1,532**	**1,537**
DWCF Operations	1,437	1,532	1,537
GLOBAL TRANSPORTATION NETWORK	**36,921**	**40,656**	**48,467**
Development Modernization	**28,959**	**30,765**	**39,689**
DWCF Capital	28,959	30,765	39,689
Current Services	**7,962**	**9,891**	**8,778**
DWCF Operations	7,962	9,891	8,778

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

(Dollars in Thousands)

	FY 1999	FY 2000	FY 2001
Non-Major	**76,175**	**55,853**	**60,619**
GLOBAL AIR TRANSPORTATION EXECUTION SYSTEM	**25,841**	**16,015**	**19,260**
Development Modernization	**18,597**	**7,026**	**11,744**
DWCF Capital	18,597	7,026	11,744
Current Services	**7,244**	**8,989**	**7,516**
DWCF Operations	7,244	8,989	7,516
GLOBAL DECISION SUPPORT SYSTEM/MULTI-LEVEL SECURITY	**9,916**	**14,340**	**16,151**
Development Modernization	**3,267**	**6,675**	**5,975**
DWCF Capital	3,267	6,675	5,975
Current Services	**6,649**	**7,665**	**10,176**
DWCF Operations	6,649	7,665	10,176
INTEGRATED COMMAND ENVIRONMENT	**40,418**	**25,498**	**25,208**
Development Modernization	**13,453**	**6,569**	**5,494**
DWCF Capital	13,453	6,569	5,494
Current Services	**26,965**	**18,929**	**19,714**
DWCF Operations	26,965	18,929	19,714
All Other	**43,756**	**33,895**	**38,441**
ALL OTHER (FAA) COMMAND AND CONTROL	**43,756**	**33,895**	**38,441**
Development Modernization	**17,734**	**14,259**	**17,225**
DWCF Capital	17,734	14,259	17,225

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

(Dollars in Thousands)

	FY 1999	FY 2000	FY 2001
Current Services	**26,022**	**19,636**	**21,216**
DWCF Operations	26,022	19,636	21,216
FINANCE	**6,195**	**8,534**	**9,702**
Major	**600**	**1,500**	**2,800**
DEFENSE JOINT ACCOUNTING SYSTEM	**600**	**1,500**	**2,800**
Development Modernization	**600**	**1,500**	**2,500**
DWCF Capital	600	1,500	2,500
Current Services	**0**	**0**	**300**
DWCF Operations	0	0	300
All Other	**5,595**	**7,034**	**6,902**
ALL OTHER (FAA) FINANCE	**5,595**	**7,034**	**6,902**
Development Modernization	**2,483**	**2,582**	**2,436**
DWCF Capital	2,483	2,582	2,436
Current Services	**3,112**	**4,452**	**4,466**
DWCF Operations	3,112	4,452	4,466
LOGISTICS	**73,733**	**77,259**	**77,216**
Non-Major	**60,801**	**63,855**	**62,760**
AUTOMATED IDENTIFICATION TECHNOLOGY	**2,560**	**712**	**2,712**
Development Modernization	**2,548**	**700**	**2,700**
DWCF Capital	2,548	700	2,700

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

(Dollars in Thousands)

	FY 1999	FY 2000	FY 2001
Current Services	**12**	**12**	**12**
DWCF Operations	12	12	12
CONUS FREIGHT MANAGEMENT SYSTEM	**13,070**	**12,566**	**11,366**
Development Modernization	**12,322**	**11,000**	**9,800**
DWCF Capital	12,322	11,000	9,800
Current Services	**748**	**1,566**	**1,566**
DWCF Operations	748	1,566	1,566
CORE AUTOMATED MAINTENANCE SYSTEM	**11,208**	**9,407**	**9,381**
Development Modernization	**2,430**	**2,058**	**2,108**
DWCF Capital	2,430	2,058	2,108
Current Services	**8,778**	**7,349**	**7,273**
DWCF Operations	8,778	7,349	7,273
INTRANSIT VISIBILITY	**11,305**	**17,211**	**16,273**
Development Modernization	**8,527**	**13,442**	**12,371**
DWCF Capital	8,527	13,442	12,371
Current Services	**2,778**	**3,769**	**3,902**
DWCF Operations	2,778	3,769	3,902
TRANSPORTATION OPERATIONAL PERSONAL PROPERTY STANDARD SYSTEM	**12,122**	**13,454**	**11,173**
Development Modernization	**3,981**	**6,534**	**6,028**
DWCF Capital	3,981	6,534	6,028

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

(Dollars in Thousands)

	FY 1999	FY 2000	FY 2001
Current Services	**8,141**	**6,920**	**5,145**
DWCF Operations	8,141	6,920	5,145
WORLDWIDE PORT SYSTEM	**10,536**	**10,505**	**11,855**
Development Modernization	**4,256**	**3,505**	**4,855**
DWCF Capital	4,256	3,505	4,855
Current Services	**6,280**	**7,000**	**7,000**
DWCF Operations	6,280	7,000	7,000
All Other	**12,932**	**13,404**	**14,456**
ALL OTHER (FAA) LOGISTICS	**12,932**	**13,404**	**14,456**
Development Modernization	**8,965**	**10,833**	**11,829**
DWCF Capital	8,965	10,833	11,829
Current Services	**3,967**	**2,571**	**2,627**
DWCF Operations	3,967	2,571	2,627
TRANSPORTATION	**4,313**	**22,063**	**5,784**
Non-Major	**4,313**	**22,063**	**2,763**
MANAGEMENT REPORT MEMORANDUM 15	**4,313**	**22,063**	**2,763**
Development Modernization	**4,313**	**10,100**	**0**
DWCF Capital	4,313	10,100	0
Current Services	**0**	**11,963**	**2,763**
DWCF Operations	0	11,963	2,763

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

	(Dollars in Thousands)		
	FY 1999	**FY 2000**	**FY 2001**
All Other	**0**	**0**	**3,021**
ALL OTHER (FAA) TRANSPORTATION	**0**	**0**	**3,021**
Development Modernization	**0**	**0**	**3,000**
DWCF Capital	0	0	3,000
Current Services	**0**	**0**	**21**
DWCF Operations	0	0	21

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

(Dollars in Thousands)

	FY 1999	FY 2000	FY 2001
Communications and Computing Infrastructure	**42,779**	**42,575**	**52,512**
DEPLOYABLE/TACTICAL/SHIPBOARD COMMUNICATIONS	**7,329**	**7,253**	**7,840**
Major	**7,329**	**7,253**	**7,840**
THEATER DEPLOYABLE COMMUNICATIONS	**7,329**	**7,253**	**7,840**
Development Modernization	**6,122**	**5,430**	**5,590**
DWCF Capital	6,122	5,430	5,590
Current Services	**1,207**	**1,823**	**2,250**
DWCF Operations	1,207	1,823	2,250
OTHER COMMUNICATION INFRASTRUCTURE ACTIVITIES	**28,848**	**27,148**	**34,561**
Major	**790**	**1,009**	**1,405**
COMMON OPERATING ENVIRONMENT	**790**	**1,009**	**1,405**
Development Modernization	**790**	**1,009**	**1,405**
DWCF Capital	790	1,009	1,405
Non-Major	**28,058**	**26,139**	**33,156**
COMMAND C4S	**28,058**	**26,139**	**33,156**
Development Modernization	**2,332**	**0**	**0**
DWCF Capital	2,332	0	0
Current Services	**25,726**	**26,139**	**33,156**
DWCF Operations	25,726	26,139	33,156

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

(Dollars in Thousands)

	FY 1999	FY 2000	FY 2001
OTHER APPLICATIONS PROCESSING	**6,602**	**6,024**	**7,061**
All Other	**6,602**	**6,024**	**7,061**
ALL OTHER (CCI) COMP. INFRASTRUCTURE (REF. B3D)	**6,602**	**6,024**	**7,061**
Development Modernization	**4,825**	**3,517**	**4,518**
DWCF Capital	4,825	3,517	4,518
Current Services	**1,777**	**2,507**	**2,543**
DWCF Operations	1,777	2,507	2,543
OTHER IA PURCHASE & INTEGRATION	**0**	**2,150**	**3,050**
All Other	**0**	**2,150**	**3,050**
ALL OTHER (CCI) IS/IA RESOURCES	**0**	**2,150**	**3,050**
Development Modernization	**0**	**1,300**	**2,200**
DWCF Capital	0	1,300	2,200
Current Services	**0**	**850**	**850**
DWCF Operations	0	850	850

Department of Defense
U.S. TRANSCOM
Information Technology Resources by IT/DII Category
FY 2001 Budget Estimates

(Dollars in Thousands)

	FY 1999	FY 2000	FY 2001
Related Technical Activities	**16,299**	**14,401**	**19,785**
TECHNICAL ACTIVITIES	**16,299**	**14,401**	**19,785**
Non-Major	**16,299**	**14,401**	**19,785**
SYSTEM INTEGRATION	**16,299**	**14,401**	**19,785**
Development Modernization	**12,546**	**7,623**	**10,447**
DWCF Capital	12,546	7,623	10,447
Current Services	**3,753**	**6,778**	**9,338**
DWCF Operations	3,753	6,778	9,338

DEPARTMENT OF DEFENSE
U.S. Transportation Command
Information Technology Resources Totals by Appropriation
FY 2001 Budget Estimates
(Dollars in Thousands)

Appropriation	FY 1999	FY 2000	FY 2001
Total	**337,831**	**333,086**	**353,916**
DWCF Capital	181,908	166,822	183,581
DWCF Operations	155,923	166,264	170,335

DEPARTMENT OF DEFENSE
U.S. TRANSCOM
FY2001 BUDGET ESTIMATES

Description Information:

Initiative Name and Acronym: Command and Control Information Processing System (C2IPS)
Initiative Number: 0397
Project Activity/Mission Area: (IT/ DII Framework Category) JTA Compliant and Level 5 DII COE
Date Project was initiated: IOC was reached in 1992
Date of Last Acquisition Decision Memorandum (ADM): 1993
Project is in III Milestone, Approval Dated: 1993, M Phase as of current review.

Project Status: New ☐ Ongoing ☒

Information Technology Project: Yes ☒ No ☐

Is this project a financial management system? Yes ☐ No ☒

If yes, what percentage is financial _____%

Current Year 2000 Phase: Certified (As new software loads are developed, they are validated and certified)
Year 2000 System Status as of August 26, 1999 (non-compliant, compliant, funding available): Compliant
Projected Date for Completion: N/A
Mission Critical Status: I (Mission Critical)
Standard System Status: Production / Fielding
Organizational Information/Program Manager: Maj Vernoris L. Johnson
HQ AMC/SCPC, Scott AFB IL 62225

DEPARTMENT OF DEFENSE
U.S. TRANSCOM
FY2001 BUDGET ESTIMATES

Part I. Summary of Spending for Project Stages:

Project Name and Acronym: Command and Control Information Processing System (C2IPS)
Project Activity/Mission Area: Pursuing (IT/ DII Framework Category) JTA and Level 5 DII COE Compliance

	Dollars in Millions						
	Cum total FY1999 and prior	**FY2000**	**FY2001**	**FY2002**	**FY2003**	**Cum total FY2004 through FY2005**	**Total**
Planning							
APPN or Fund 1 to n Dev Mod	0	0	0	0	0	0	0
Total Dev Mod	0	0	0	0	0	0	0
Full Acquisition							
APPN or Fund 1 to n Dev Mod	70.505	18.460	19.702	20.000	28.918	49.353	206.938
Total Dev Mod	70.505	18.460	19.702	20.000	28.918	49.353	206.938
Current Services/Maintenance							
APPN or Fund 1 to n Current Service	62.658	15.923	18.186	20.989	21.771	44.991	184.518
Total Current Service	62.658	15.923	18.186	20.989	21.771	44.991	184.518
Total Budget Authority	133.163	34.383	37.888	40.989	50.689	94.344	391.396

Part II. Justification:
Provide Requested Justification Materials

A. Description/Performance Characteristics:

The overall objective of C2IPS is to improve AMC's command and control capability at all echelons and phase out the manual paper/greaseboard/telephone environment at wing level units, including ANG and ARC units. C2IPS provides a centralized "electronic greaseboard" capability for each functional area in the Airlift Wings and Airlift Squadrons. During contingencies and real world deployments, the system directly supports the Commander Mobility Forces using Tanker Airlift Control Elements, and Deployed Tanker Airlift Control Centers (DTACC). C2IPS provides automated tools to track tanker airlift, distribute messages, as well as aids to assist the decision making process. The system extends automated command and control capabilities to field units and interfaces with other key AMC C2 systems. System development contract was rebaselined to provide system redesign to a client-server architecture in software increment 3.0a. The client-server architecture provides improved system performance, flexibility and supportability. Burn-in testing of the new system began in Jan 99 with an approved Fielding Decision given in Jun 99. Fielding is expected to continue through May 00.

Unit Level Planning and Scheduling (ULP&S) is a new module in C2IPS. It provides the units with automated aircrew scheduling, mission building, and Operational Risk Management (ORM) capabilities. ULP&S expands upon C2IPS' current mission building capabilities and makes use of the new client-server architecture. ULP&S Initial Operational Capability (IOC) is scheduled for the first quarter FY02.

B. Program Management/Management Oversight:

ESC/GAM, C2IPS System Program Director at Hanscom AFB, MA has overall acquisition management responsibility during the development and production phases. HQ AMC/SCPC at Scott AFB, IL has responsibility for fulfilling the customer's requirements. The functional user (customer) is HQ AMC/DOO.

C. Contract Information:

Computer Sciences Corporation (CSC), Integrated Systems Division, Moorestown, NJ. Following the development effort on the C2IPS program, the maintenance effort transitioned from a Firm-Fixed Price (FFP) effort to a Time and Materials (T&M) contract. A follow-on Software Maintenance and Integration Task was competitively awarded to CSC under the DISA DEIS II contract, to continue the C2IPS effort.

Unisys Corporation, Fairview Heights, IL. Workload for the development of the Unit Level Planning and Scheduling module was competed as a task order under the DISA DEIS II contract. Unisys' team was selected from amongst four bidders.

D. Architecture and Infrastructure Standards:

C2IPS is actively working on a migration that will achieve DII COE Level 7 compliance. We currently plan to meet Level 5 compliance standards in FY00.

The C2IPS program office is postured to incorporate the applicable DISA Joint Technical Architecture (JTA) standards into the program architecture. HQ AMC and ESC and regularly coordinates with the CSC/ESC to identify and update the list of standards followed.

E. Program Highlights:

Client/Server Fielding

C2IPS has almost completed transition from the original Legacy system to Client/Server (C/S) architecture. This new architecture allows more flexibility in distribution of the system with reduced System Administration overhead. The C/S began burn-in tests at Dover AFB in Jan 99. A Fielding Decision was made in Jun 99. All fixed-node sites have been upgraded with only fifteen deployable nodes remaining. With a user requirement for additional sites, C/S fielding (including replacement of the remaining Legacy nodes) is planned to go through Aug 00.

C2IPS Web Server

The C2IPS Web Application, designed and developed by AMC/SCPC, is now fielded with the client-server upgrade. The current software version being used in the field is 3.2.2.0. Work is progressing on a limited write capability for the Web Application. This will allow users to submit arrival and departure times as well as remarks. The purpose is to reduce the workload on the C2IPS client application and the necessity to have a full-blown client when the user only requires minimal functions. Users are able to use the Web Application instead of a full C2IPS client station. The Web Application is also being used to test new functionality prototypes for C2IPS.

Operational Testing
AMC Systems Integration Testing (SIT) has been completed for C2IPS through version 3.3.0.0. SIT and Y2K testing is schedduled for version 3.4.0.0. during Feb 00.

F. Financial Basis for Selecting the Project: N/A, Program is currently in Production Fielding/Deployment and Operational Support.

	Dollars in Millions					
	Program Year 1	**Program Year 2**	**Program Year 3**	**Program Year 4**	**Program Year 5**	**Program Year – N**
APB Total Resources by FY	0	0	0	0	0	0
Rebaseline Total Resources by FY	0	0	0	0	0	0

Part III. Cost, Schedule, and Performance Goals:

A. Description of Performance based system(s):

- **Baseline Information:** Funding level listed in Part 1 and in the Previous Balance below represents the results of funding cut received due to a FY98 Corporate Board review which mandated a reduction to fund higher priority programs in POM. This cut includes $5.0M in FY99 and $6.5M in FY00, which was returned in FY03 and 02, respectively. Part I also reflects a FY99 Corporate Board cut of $2.5M in FY00, $4.0M in FY01, and $10.9M in FY02.
- A recent funding restructure to support a new, higher priority program has been approved. Thee C2IPS budget has been reduced by $2.6M in FY00 and $1.5M in FY01. These cuts are not reflected in Part I or below as the new program will not POM for its own money until FY02.

DEPARTMENT OF DEFENSE
U.S. TRANSCOM
FY2001 BUDGET ESTIMATES

	Cum total FY1999 and prior	FY2000	FY2001	FY2002	FY2003	Cum total FY2004 through FY2005	Total
B. Previous Balance:							
Cost Goals ($M)	129.048	40.195	43.472	51.921	0	0	409.669
Schedule Goals (milestones)	0	0	0	FOC	0	0	0
C. Baseline:							
Cost Goals ($M)	129.048	40.195	43.472	51.921	0	0	409.669
Schedule Goals (months)	0	0	0	FOC	0	0	0
D. Current Estimate:							
Cost Goals ($M) *	129.048	40.195	43.472	51.921	0	0	409.669
Schedule Goals (months)	0	0	0	FOC	0	0	0
E. Variance from Baseline Goals:							
Cost Goals ($M)	0	0	0	0	0	0	0
Schedule Goals (months)	0	0	0	0	0	0	0

* With the cuts described above and our spending goal remaining at the baseline level, C2IPS is will incur dollar shortfalls in the following amounts: $11.600M in FY00, $5.500M in FY01, and $4.432M in FY02. FY03 is expected to have $5.000M above the baseline due to the return of funding taken in FY99 and FY00 from the first Corporate Board. Requirements such as technology refresh and DII/COE compliance will be pushed back to support the new funding profile.

F. Corrective Actions: N/A, This system is operational and compliant

Schedule Goals: N/A, This system is operational and compliant

Milestones

Baseline (Milestone) Schedule	Last President's Budget (Month Year)		Current Submission (Month Year)
	Approved	Achieved	Approved/Estimated
Program is now in Major Modification, Production Fielding/Deployment and Operational Support phase.	0	0	0

Performance Goals: N/A, This system is operational and compliant

G. Year 2000 Special Information:

Y2K Phase

	Previous President's Budget	Current Submission
Date of Accomplishment	0	0
Funding Estimate by Phase	0	0
Estimate time that for full Y2K Compliance	N/A	N/A

The following software loads have been tested and found to be Y2K compliant by HQ AMC/CV on the indicated dates:
Legacy, increment 2D, certified 01 Feb 99.
Client-Server, version 3.2.0.0, certified 21 May 99.
Client-Server, version 3.2.1.0, certified 15 Sep 99.

DEPARTMENT OF DEFENSE
U.S. TRANSCOM
FY2001 BUDGET ESTIMATES

Description Information:

Initiative Name and Acronym: Global Transportation Network (GTN)
Initiative Number: 0886
Project Activity/Mission Area: GTN, Command and Control
Date Project was initiated: 23 March 1995
Date of Last Acquisition Decision Memorandum (ADM): March 1997, reviewed 10 August 1998
Project is in II Milestone, Approval Dated: March 1997, Engineering and Management Development Phase and currently supporting limited operations as of current review.

Project Status: New ☐ Ongoing ☒

Information Technology Project: Yes ☒ No ☐
Is this project a financial management system? Yes ☐ No ☒
If yes, what percentage is financial _____%
Current Year 2000 Phase: Certified Y2K level 2a compliant.
Year 2000 System Status as of August 20, 1999 (non-compliant, compliant, funding available): Compliant
Projected Date for Completion: Certified 10 December 1998
Mission Critical Status: I (Mission Critical)
Standard System Status: Production
Organizational Information/Program Manager: Lt Col James D. Vance, (DSN 576) 618-256-2866; Fax: Ext. 6460
Address: USTRANSCOM/GTNPMO
508 Scott Drive
Scott AFB IL 62225-5357

DEPARTMENT OF DEFENSE
U.S. TRANSCOM
FY2001 BUDGET ESTIMATES

Part I. Summary of Spending for Project Stages:

Project Name and Acronym: Global Transportation Network (GTN)
Project Activity/Mission Area: GTN, Command and Control

	Dollars in Millions						
	Cum total FY1999 and prior	**FY2000**	**FY2001**	**FY2002**	**FY2003**	**Cum total FY2004 through FY2005**	**Total**
Planning							
APPN or Fund 1 ton- Dev Mod	$0	$0	$0	$0	$0	$0	$0
Total Dev Mod	$0	$0	$0	$0	$0	$0	$0
Full Acquisition							
APPN or Fund 1 to - n Dev Mod	$171.069	$30.765	$39.689	$31.199	$31.892	$66.764	$371.378
Total Dev Mod	$171.069	$30.765	$39.689	$31.199	$31.892	$66.764	$371.378
Current Services/Maintenance							
APPN or Fund 1 to n-Current Service	$ 23.636	$ 9.891	$ 8.778	$ 8.140	$ 8.897	$17.621	$ 76.963
Total Current Service	$ 23.636	$ 9.891	$ 8.778	$ 8.140	$ 8.897	$17.621	$ 76.963
Total Resources by FY	$194.705	$40.656	$48.467	$39.339	$40.789	$84.385	$448.341

Part II. Justification:

A. Description/Performance Characteristics:

The Global Transportation Network provides the automated command and control support necessary for USTRANSCOM to carry out its mission to provide global transportation management for the Department of Defense (DOD). GTN will also provide USTRANSCOM's customers with the transportation information they need to manage their logistics situation. To do so, GTN will integrate supply, cargo, forces, passenger, and patient requirements and movements with airlift, air refueling, aeromedical, and sealift schedules and movements. In addition to making this integrated data available to USTRANSCOM's customers, the NCA, JCS, and Unified CINCs, GTN will pass the information to the Global Command and Control System (GCCS) and the Joint Operation Planning and Execution System (JOPES). GTN also implements the USTRANSCOM chartered tasking to provide for deployment-related ADP systems integration and to provide centralized oversight of traffic management in peace and war. GTN is included in the Transportation Working Capital Fund (TWCF) and provides Intransit Visibility (ITV) required in OSD's Total Asset Visibility (TAV) program. Full Operational Capability (FOC) objective Sep 02, Threshold Mar 03. An amended Life Cycle Cost/Benefit Analysis was completed in Mar 97 and reflected hard savings, cost avoidances, and estimated non-quantifiable benefits of $2.356 billion.

The mission relates directly to USTRANSCOM's Strategic Goals and Supporting Objectives which include Goal 3; "Provide a Defense Transportation System that is fully integrated, efficient, effective, and customer-focused" and Goal 3.2 "Develop and employ an integrated command and control, communications, computer, intelligence, surveillance, and reconnaissance (C4ISR) system providing information superiority throughout the DTS."

Multiple prototype versions of GTN were developed by Computer Sciences Corporation (CSC). The GTN operational prototype was on-line and used worldwide by the Office of the Secretary of Defense, Air Mobility Command and its units, Military Traffic Management Command and its units, Military Sealift Command and its units, Defense Logistics Agency, Air Force Materiel Command, and all theater CINCs. The GTN Development Contract was subsequently awarded in March 1995.

Following DESERT SHIELD/DESERT STORM, severe shortcomings in the Defense Transportation System were identified. In June and July 1993, conferences were held that initially determined the type of benefits that would be derived. These conferences were attended by active practitioners in each of the fields involved (e.g., operational commanders, requisitioners, suppliers, and transportation managers). At those meetings, anecdotal evidence from DESERT SHIELD/DESERT STORM and other operations was introduced and discussed. Participants discussed situations that had occurred and then described how they might have been handled differently if the capabilities of GTN had been available. The participants constructed detailed estimates of specific benefits and estimated the dollar value of each. For non-quantifiable benefits, the participants estimated the value in relation to the quantified benefits. Then , an estimate of the total benefit was constructed. Later research was focused on verifying those estimates and organizing them in the resulting Life Cycle Cost/Benefit Analysis (LCC/BA), dated January, 1995. This LCC/BA was amended in March, 1997.

B. Program Management/Management Oversight:

Program Manager: Lieutenant Colonel James D Vance, USTRANSCOM/TCJ6-GTNPMO
Program Executive Officer: Mr. Oscar Goldfarb, AFPEO/LI
Contract Office: HQ AMC/LGCFD, 108 E. Martin St, Rm 216, Scott AFB IL 62225-5015
GTN uses Integrated Product Teams to manage projects within the portfolio. An overarching project provides for overall program management, systems engineering, and cost and schedule management functions. GTN uses a spiral development philosophy to put capability in the hands of the user quickly, a concept many software development programs use.

C. Contract Information:

Contract F19628-95-C-0029, Development of the Global Transportation Network; Prime contractor Lockheed Martin Mission Systems, 9255 Wellington Road, Manassas VA 22110-4121
The GTN Development contract was awarded in March 1995 as a Cost Plus Award Fee (CPAF), with a smaller portion for hardware that was Firm Fixed Price (FFP). Air Force Acquisition Regulation Supplement Appendix AA, Formal Source Selection for Major Acquisitions, was used. Market research was accomplished through Commerce Business Daily, vendor conferences, and a draft

Request for Proposal through Electronic Systems Center bulletin board. Source Selection evaluation criteria and best value analysis was performed during contract evaluation, and Unisys (Now Lockheed Martin Mission Systems) was awarded the contract. The Tech, Cost & Delivery Performance evaluation categories for award fee consideration weighs Requirements Definition/Satisfaction, Management, Systems Engineering, System Design/Architecture, Test & Integration, Contracting and Cost Control, and delivery performance.

D. Architecture and Infrastructure Standards:

GTN has been developed to meet the requirements specified in the DOD Joint Technical Architecture (JTA) to the greatest extent possible. This document specifies technical implementations in order to support architectural goals. One of the major standards specified in the JTA is the Defense Information Infrastructure Common Operating Environment (DII COE). Compliance with this standard must be viewed from both a client and server perspective. GTN has been developed to allow users to gain access to GTN data via any DII COE approved World Wide Web (WWW) browser. Modifications to the GTN system will be made as required to maintain operability with upgrades to DII COE compliant browser(s). GTN does not have any other client software.

GTN server environments include both Digital Equipment Corporation (DEC) Unix and Solaris platforms. The COE compliance is not planned for the DEC server platforms. An initial analysis has been performed by the Global Transportation Network Program Management Office (GTNPMO) with input from the contractor to determine the feasibility of achieving COE compliance in the GTN DEC server domain. Indications are that the costs (in excess of 20 million dollars) associated with retrofitting the GTN system to be DII COE compliant weighed against the benefit derived for DOD does not justify the expenditure of resources to complete these activities. The most prudent and effective course of action for DII COE compliance, as it relates to GTN, is to pursue DII COE compliance for segments to be deployed external to the core GTN processing environment. The GTN Solaris platforms will continue to be evaluated for COE compliance as the COE includes versions of COTS products used on that platform. For example, the web servers currently use Solaris 2.6. This version of Solaris is not slated for segmentation

Hardware requirements are included in the funding.

GTN transport requirements are met by the Defense Information Systems Network (DISN). Specifically, GTN unclassified transport requirements are met by the Non-secure Internet Protocol Router Network (NIPRNET). GTN classified transport requirements are met by the Secret Internet Protocol Router Network (SIPRNET). Additionally, GTN utilizes leased commercial circuits to augment critical communications requirements.

GTN is dependent upon base level infrastructure requirements to the extent that GTN users must have access to either the NIPRNET or SIPRNET.

GTN has been developed using COTS products primarily. Some custom components have been used where COTS products were not available. The predominant purposes of custom code have been transaction processing and system management functions (i.e., scripts designed to assist System Operators and Administrators to manage the system).

E. Program Highlights:

The number one priority for the program is rebuilding the GTN database. The new database will be well-documented, provide improved performance and maintainability, and provide greater capacity for future development. Significant work has been accomplished on mapping the logical data model with the Transportation Logical Data Model. This key step will allow GTN database to become standardized in accordance with DOD directives. Initial efforts to reverse engineer the present database failed. Delivery of the database is expected in May 01. Also, we recently began work on a parallel project to provide improved query capability that will complete in the same time frame.

During the FY01-05 POM submission USTRANSCOM approved additional application funding in the years FY02-05. This added funding for continued improvements to GTN totaled over $94M over the POM. This will provide greater dimension to the program and assure the viability to customer requirements for the distant future. An increase to the Acquisition Program Baseline (APB) will be required if the POM increases are approved in the budget.

GTN Year 2000 (Y2K) project was completed as planned with the final Operational Evaluation scheduled for 18 Oct 99. Certification requirements were met on 4 Dec 98, and the certification document signed by BGen Jones (USTRANSCOM/J6) on 10 Dec 98. The PMO recently responded to a no-notice request for additional Command and Control (C2) capability. The C2 Report was a tremendous success which led to the demand for additional products. To date the PMO delivered 4 additional releases to improve the current C2 reporting.

During the Jun-Sep 99 timeframe we delivered over 40 releases that added new functionality to GTN. This included software upgrades and fixes, new and upgraded interfaces and several new reports. The schedule was modified to deliver as much user capability as possible prior to Y2K lockdown on system upgrades from Oct 99 through Mar 00. Y2K transition was successful. Users have not identified any problems.

F. Financial Basis for Selecting the Project: (BY98$ - APB Threshold)

The findings in the March 1997 LCC/BA reflect hard cost savings of $1.372 billion, constant FY97 dollars. Cost avoidance account for another estimated $199 million, constant FY97 dollars. Expert opinion valued the non-quantifiable benefits to be worth about one-half the cost savings and avoidance attributable to GTN: $785 million, constant FY97 dollars. Hard savings, cost avoidance, and estimated non-quantifiable benefits total $2.356 billion. The discounted benefit to cost ratio (BCR) for the preferred alternative was 5.77 to 1. Therefore, for each dollar spent on requirements, $5.77 of benefits will be accrued over the life of GTN.

The initial Acquisition Program Baseline (APB) was established in FY95. The updated APB, 1 Jun 98 (approved 9 Jul 98), maintained the same dollar threshold as the FY95 APB but updated from BY95$ to BY98$. The Jul 98 APB objective (BY98$M) is $251.530. Full Operational Capability threshold has slipped from Sep 00 to Mar 03.

	Dollars in Millions					
	Program Year 1 (FY95)	Program Year 2 (FY96)	Program Year 3 (FY97)	Program Year 4 (FY98)	Program Year 5 (FY99)	Program Year – N (FY00-03)
APB Total Resources by FY	$15.905	$28.815	$60.142	$44.207	$31.211	$71.250
Rebaseline Total Resources by FY						

- GTN has not been rebaselined for cost structure. GTN did rebaseline schedule structure. APB will be addressed in the near future.

Part III. Cost, Schedule, and Performance Goals:

A. Description of Performance based system(s):

Baseline Information:

- Baseline Information: GTN development baseline was established 20 Mar 95, and updated through the APB on 8 Jul 98.
- Management Oversight - Earned Value is used to monitor actual costs and schedules versus planned. Lockheed Martin submits a monthly Cost Performance Report (CPR) and provides weekly updates by project. Performance Analyzer (PA) is used to enhance cost performance management analysis.

	Cum total FY1999 and prior	FY2000	FY2001	FY2002	FY2003	Cum total FY2004 through FY2005	Total
B. Previous Balance:							
Cost Goals ($M)	$180.280	$26.880	$19.811	$13.160	$11.399	$0	$251.530
Schedule Goals (milestones)	54	12	0	0	0	0	66
C. Baseline:							
Cost Goals ($M)	$180.280	$26.880	$19.811	$13.160	$11.399	$0	$251.530
Schedule Goals (months)	54	12	12	12	6	6	96
D. Current Estimate:							
Cost Goals ($M)	$180.280	$26.880	$19.811	$13.160	$11.399	$0	$251.530
Schedule Goals (months)	54	12	12	12	6	6	96
E. Variance from Baseline Goals:							
Cost Goals ($M)	$0	$0	$0	$0	$0	$0	$0
Schedule Goals (months)	0	0	0	12	12	6	30

- GTN has not been rebaselined for cost structure. GTN did rebaseline schedule structure. APB will be addressed in the near future.
- As a result of increased functionality, FOC threshold has changed from Sep 00 to Mar 03.

F. Corrective Actions:

No corrective action required. Schedule change for FOC is a result of increased functionality to provide the DOD community with electronic data interchange which will vastly improve the ITV picture; continue to enhance our worldwide web application; move into the world of "customization" enabling users to tailor GTN information to their mission needs; and begin using GTN to manage and

measure DTS performance on a near-real time basis by integrating cost scenario estimating, Working Capital Fund rate charges, and operational analysis capabilities. USTRANSCOM was assigned the responsibility by OSD for coordinating the distribution and synchronization of transportation-related reference tables. GTN, as the source of record for DOD In-transit Visibility (ITV) information, will be the repository for these tables.

Schedule Goals:
Milestones

Baseline (Milestone) Schedule	Last President's Budget (Month Year)		Current Submission (Month Year)
	Approved	Achieved	Approved/Estimated
Dev Contract Award	Sep 95	Mar 95	Mar 95
MAISRC Milestone II Review	Oct 95	Sep 95	Sep 95
PDR	Mar 96	Nov 95	Nov 95
CDR	Sep 96	Nov 95	Nov 95
DT&E	Jul 97	Nov 96	Nov 96
RAA	Jul 97	Nov 96	Nov 96
IOT&E	Sep 97	Dec 96	Dec 96
IOC	Sep 97	Apr 97	Apr 97
Post-IOC Functionality	Sep 00		Mar 03
FOC	Sep 00		Mar 03

Performance Goals:
Performance goals are on track since the last submission. FOC has moved from Sep 00 to Mar 03, approved Jul 98.

G. Year 2000 Special Information:

Y2K Phase

	Previous President's Budget	Current Submission
Date of Accomplishment	Prior to 31 Dec 98	Certified level 2a - 10 Dec 98
Funding Estimate by Phase	Accomplished within project funding.	Accomplished within project funding.
Estimate time for full Y2K Compliance	Prior to 31 Dec 98	Certified level 2a - 10 Dec 98

DEPARTMENT OF DEFENSE
U.S. TRANSCOM
IT-1 APPENDIX A – DEFINITIONS OF INITIATIVES

Component Title	Initiative Number	Initiative Name	Initiative Description
TRANSCOM	6203	ADVANCE SHIPPING NOTICE SYSTEM	This project is to develop the capability to accurately project the arrival of cargo at Air Mobility Command (AMC) operated CONUS Aerial Ports of Embarkation (APOE) 48 to 96 or more hours in advance. Advanced shipping notification will minimize port hold times, increase APOE through-put, and Facilitate aircraft scheduling for optimum effectiveness and efficiency, thereby significantly enhancing organic air system velocity. ASM will create the necessary tools to improve the transportation scheduling processes and thereby allow a reduction inapt hold times (part of system velocity) by one to two days. AMC statistics indicate that a day's reduction in pipeline time save $47M annually.
TRANSCOM	0397	COMMAND & CONTROL INFORMATION PROCESSING SYSTEM	The Command & Control Information Processing System provides critical, wing and unit-level Command and Control (C2) information to AMC wing and unit commanders and decision makers. It centralized "electronic greaseboard" capability for C2 of AMC active duty, Air Force Reserve (AFRES), and Air National Guard (ANG) airlift, air refueling wings/squadrons and other mobility, fixed, and deployable field units worldwide. It supports

Component Title	Initiative Number	Initiative Name	Initiative Description
			Air Mobility execution, tracking and analysis for both fixed and deployed sites. It supports peacetime, wartime, contingency and humanitarian air mobility requirements.
TRANSCOM	6212	COMMAND C4S	Funds for technical service to ensure systems and networks are accredited, vital information is protected; technical expertise in configuration management, systems acquisition, engineering and integration. Without funding, these functions will not be performed as USTC does not have technical security professionals. Funding for hardware upgrade of Asynchronous Transfer Mode (ATM) switching networks and planned replacement of Barco projectors for Briefing and Display (B&D). The USTRANSCOM presentation systems are extensively used on a daily basis for high level briefings and presentations. Audio visual technology is constantly being improved to enhance the presenter's ability to project his imformation in the best possible way. To remain current with technology in future years, funds must be budgeted to cover these upgrades in the seven conference rooms located throughout USTRANSCOM. Configuation Management: Funding will produce

Component Title	Initiative Number	Initiative Name	Initiative Description
			design and code changes from the baseline system and provide testing and fielding for each of the subsystems. Funds are required to develop and maintain the Communication and Computer Requirements System (CCRS). Funding will provide for the database service and support as well as system improvements to satisfy future requirements.
TRANSCOM	0467	CONUS FREIGHT MANAGEMENT SYSTEM	The Conus Freight Management System provides DoD's traffic managers with an information management system for the procurement of commercial freight transportation services in peace and war, with emphasis on service, economy, and readiness.
TRANSCOM	0505	CORE AUTOMATED MAINTENANCE SYSTEM	The Core Automated Maintenance System (CAMS) is responsible for tracking all maintenance actions scheduled, in-progress, and completed Connectivity to 36 major stateside AMC wings and 13 enroute locations. CAMS resides on a central database at Tinker AFB. The Defense Megacenter-Oklahoma City provides mainframe computer support on a fee-for-service basis. It allows for faster and more accurate accomplishment of maintenance actions on the strategic airlift and tanker fleet. For example, an

Component Title	Initiative Number	Initiative Name	Initiative Description
			increase resulted in aircraft availability - per a 1989 study - an 8% increase for stateside alone. The G081 program, initiated under the Airlift Service Industrial Fund (ASIF), transferred to DBOF-T in FY89. Capital investment funds are necessary to provide LG infrastructure (LAN), client/server capability, move to an open environment, complete Broker, and continue enhancement of maintenance capabilities such as reducing the weight of airlift and tanker aircraft by providing digital capabilities vice technical manuals as well as purchase flight line/ISO wireless LAN/mobile terminals, remote access servers, bar-coding equipment, and graphical user interface software to enhance data entry into the system. AF: CAMS is the Air Force base level automated maintenance information management system for weapon systems. The system supports aircraft, communications-electronics, and support equipment maintenance activities at every active base, Air National Guard/AF Reserve sites, and selected NATO locations. CAMS automates aircraft history, aircraft scheduling, and air crew debriefing processes, and provides a common interactive interface for entering and retrieving base-level

Component Title	Initiative Number	Initiative Name	Initiative Description
			maintenance data for other logistics management systems. This system provides wartime readiness and operational support of aircraft, communications-electronics, missile maintenance, trainers, and test equipment, and support equipment. CAMS is a legacy system that will be integrated into the Integrated Maintenance Data System (IMDS).
TRANSCOM	6204	DEFENSE TRANSPORTATION REGULATION MANAGEMENT	This project involves software development of the Defense Transportation Regulation (DTR) document, DoD Customs regulation, Military StandardTransportation and Movement Procedures (MILSTAMP) regulation and forms in a format compatible with the Microsoft Office Suites that can be easily downloaded over the internet. USTRANCOM is responsible for the systems development of the DTR component of the Transportation Document Management and Distribution System (TDMDS). Changes to the regulations are based on process improvements, technology innovation, Congressional law, customs regulation, and changing mission. The need exits to develop a methodology, functional process, and supporting technical infrastructure forthe DTR, DoD, and MILSTAMP regulation in an

Component Title	Initiative Number	Initiative Name	Initiative Description
			electronic environment on a near real-time basis for changes that affect the Defense Transportation System (DTS) and its corporate business partners. If this is not completed for software development of the automated DTR, Customs and MILSTAMP,work can not continue on the effort to streamline, simplify, and update procedures to eliminate duplication and conflict in transportation policy. Funding will involve: implementation of a DTR, Customs and MILSTAMP template to impact currently existing parts of the DTR, Customs regulation, and MILSTAMP regulation. Contracted resources and personnel to update/maintain DTR, Customs and MILSTAMP documents, the development of export capability to compact disc, the World Wide Web (WWW), and desktop publishing tools compatible with the Microsoft Office Suite, and the distribution,collection, evaluation/analysis of data gathered on usage and compliance with the DTR, Customs and MILSTAMP regulations. Unfunded, there will be a great impact on the DoD transporation community's ability to satisfactorily perform the mission. The objective is consistent with the intent of

Component Title	Initiative Number	Initiative Name	Initiative Description
			National Performance Review.
TRANSCOM	6202	ELECTRONIC RECORDS MANAGEMENT SYS TEM	Provides a standardized DoD directed unclassified Electronic Records Management System (ERMS) for Air Mobility Command (AMC) enroute support units, Defense Information System Agency (DISA) certified commercial off-the-shelf software meeting standards in accordance with DoD 5015.2-STD, install hardware and software, store active records on base at the Air Force Network Control Center and inactive records at a Defense Mega Center, provides critical management of records in the electronic environment in support of the Paperwork Reduction Act, provides information world-wide to support AMC war fighting capability, and comply with DoD requirements to implement an Electronic Records Management System by 2003.
TRANSCOM	0879	GLOBAL AIR TRANSPORTATION EXECUTION SYSTEM	The Global Air Transportation Execution System (GATES) is a fully integrated transportation system for AMC to support USTRANSCOM's DTS 2010 Integration Plan requirements. Functionality includes cargo and passenger processing information used to direct AMC mobility operations worldwide. It will migrate and modernize HQ AMC transportation systems from the proprietary

Component Title	Initiative Number	Initiative Name	Initiative Description
			Honeywell/Wang DPS 90 mainframes to an open system platform/environment.
TRANSCOM	0886	GLOBAL TRANSPORTATION NETWORK	The Global Transportation Network (GTN) provides the automated command and control support necessary for USTRANSCOM to carry out its mission to provide global transportation management for the Department of Defense (DOD). GTN will also provide USTRANSCOM's customers with the transportation information they need to manage their logistics situation. To do so, GTN will integrate supply, cargo, forces, passenger, and patient requirements and movements with airlift, air refueling, aeromedical, and sealift schedules and movements. In addition to making this integrated data available to USTRANSCOM's customers, the National Command Authorities (NCA), Joint Chiefs of Staff (JCS), and Unified CINCs, GTN will pass the information to the Global Command and Control System (GCCS) and the Joint Operation Planning and Execution System (JOPES). GTN also implements the USTRANSCOM chartered tasking to provide for deployment-related ADP systems integration and to provide centralized oversight of traffic management in peace and war. GTN is

Component Title	Initiative Number	Initiative Name	Initiative Description
			included in the Transportation Working Capital Fund (TWCF) and provides Intransit Visibility (ITV) required in OSD's Total Asset Visibility (TAV) program. Full Operational Capability (FOC) objective Sep 02, Threshold Mar 03. An amended Life Cycle Cost/Benefit Analysis was completed in Mar 97 and reflected hard savings, cost avoidances, and estimated non-quantifiable benefits of $2.356 billion.
TRANSCOM	5073	INTEGRATED COMMAND ENVIRONMENT	The Integrated Command Environment (ICE) will provide infrastructure for interoperability and automated interfaces for MSC internal, external, and commercial entities. ICE will support the implementation of a repository, data dictionary, data warehouse datamart, and Operational Data Store (OSD) which will provide a logical interface to allow MSC systems to share data and will enable data interfaces with internal/external systems. ICE will support the implementation of an environment which will allow classified and unclassified systems to interface. The standards based open systems will provide interoperability, and standard communications interfaces.

DEPARTMENT OF DEFENSE
U.S. TRANSCOM
IT-1 APPENDIX A – DEFINITIONS OF INITIATIVES

Component Title	Initiative Number	Initiative Name	Initiative Description
TRANSCOM	0981	INTEGRATED COMMAND, CONTROL & COMMUNICATION TRANSCOM SYSTEM	The Integrated Command, Control & Communication Transcom System (IC3) integrates systems and business processes from deliberate planning through execution in Common Operating Environment (COE). IC3 will become an extension of the GCCS infrastructure allowing MSC to reduce redundancy in hardware, software, and communications while maintaining compatibility with DOD, DON, and Transportation initiatives. IC3 will interface with GTN to provide ship schedules, CDSS to provide information for decision making, and JFAST for execution and deliberate planning. IC3 also will interface with joint systems such as JOPES and MTMC's WPS for ITV data.
TRANSCOM	1018	INTRANSIT VISIBILITY	The Intransit Visibility (ITV) Program funds a number of automated information systems and initiatives such as: AMS, ICODES, IBS, EDI, AIT, and DPOC/MPOC.
TRANSCOM	6209	LOGBOOK	Logbook is an automated web-based information sharing tool developed to support the Command Center Operations for the Joint Mobility Command Group (JMCG). It is designed to manage time critical data which flows through command centers. It is the primary information sharing tool for the

Component Title	Initiative Number	Initiative Name	Initiative Description
			JMCG. Logbook provides an information sharing method that permits concurrent commentary and iterative work on linked tasks. Users can more efficiently collaborate since this tool delivers information to team members simultaneously, thus facilitating individual and team decision making. No other Command and Control (C2) system provides this functionality in a single application. Continued development of the application is required tosupport USTRANSCOM's command and control architecture. FY99 and future funding is required due to the rapid growth of Logbook based on user requirements and USCINCTRANS direction.
TRANSCOM	1860	SYSTEM INTEGRATION	AMC's Air Mobility Master Plan (AMMP) spells out AMC's long range goal of fielding a seamless, integrated, global Air Mobility C4 System. This project examines AMC's missions to identify an integrated set of requirements for this Air Mobility system of the future. These requirements will lead to a series of architectures and plans that will guide future systems development and feed into DoD wide initiatives. There are 5 specific tasks: Task 1 - An enterprise wide architecture of all functions

Component Title	Initiative Number	Initiative Name	Initiative Description
			associated with Air Mobility. Since this model has such a wide scope, it will be limited in detail. The primary purpose of these models is to provide long term planning of information systems development. Task 2 - Functional area models that will be limited in scope to a specific function or set of functions. These models will provide greater detail on the specific needs and requirements for a functional area, and will facilitate the transition from architecture to design. Task 3 - Define and manage the interfaces between the command's current information systems. Includes interoperability testing of new functional software releases. Task 4 - Design and development of the corporate system. Includes detailed baselining of current systems and reengineering or redeveloping them to include AMC architectures and standards. Task 5 - Develop an integrated toolset for systems analysis, design, development, and maintenance. Task 6 – Information Technology Reform Act (ITMRA).
TRANSCOM	6201	TRANSPORTATION BUSINESS DECISION SUPPORT SYSTEM	The Business Decision Support System (BDSS) will provide transportation managers the tools to access real-time multidimensional. Information on who is moving, how much, where, for who, and how much

Component Title	Initiative Number	Initiative Name	Initiative Description
			does it dost. BDSS will employ state-of-the-art data warehousing and operations research technologies. The BDSS will employ a USTRANSCOM data platform populated with multidimensional data cubes built by USTRANSCOM staff and components, and data files consisting of data from sources such as the Global Transportation Network (GTN), the Defense Automated Addressing System (DAAS), and the Defense Finance and Accounting System (DFAS). BDSS will use web-based data mining tools to facilitate data queries and reports. It will incorporate statistical analysis and operations research tools to facilitate demand forecasting, profiling, and benchmarking activities. To develop the BDSS is critical to provide CINCTRANS the capability to conduct trend analysis and forecasting in support of the USTRANSCOM mission. GTN cannot support this requirement because it does not produce aggregated reports, nor does it contain financial data. BDSS will integrate both financial and operational data from an intermodal perspective, providing CINCTRANS the capability to conduct the true intermodal analysis necessary to ensure the efficient

Component Title	Initiative Number	Initiative Name	Initiative Description
			operation of the DTS. Funding will involve: hardware purchase, contractor assistance to define requirements, draft operational requiremnts document, draft concept of operations, build data cubes, construct the data platform, and identify appropriate forcasting and optimization tools.
TRANSCOM	1948	TRANSPORTATION OPERATIONAL PERSONAL PROPERTY STANDARD SYSTEM	The Transportation Operational Personal Property Standard System (TOPS) automates personal property shipment and storage functions at installation level personal property offices worldwide. TOPS' architecture is an on-line interactive mode system operating in a distributed database environment, electronically exchanging information via a client server environment.